Office of the Employer Adviser

Business Plan

2014 – 2015

to

2016– 2017

Ontario

Office of the Employer Adviser

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OEA BUSINESS PLAN 2014-5

Executive Summary

The Office of the Employer Adviser (OEA) continues to successfully meet the needs of Ontario employers with regard to the provision of education, advice and representation on issues relating to the *Workplace Safety and Insurance Act* (WSIA). Last year's satisfaction levels, as reported in the OEA's Annual Report, were close to 100% for all clients surveyed. Outreach touched every corner of the province; through live presentations and webinars, the OEA provided information and education to more than 3,500 employer representatives. The OEA provided more than 10,400 instances of advice during the 2013-14 fiscal year – 4,056 through the Advice Centre and over 6,432 through the OEA website - a more conservative Google Analytics statistic than last year. Representation services were provided for almost 1,500 cases, approximately thirty-six per cent of which were employers who had not previously used OEA services. All services were provided within budgetary and staffing limits.

With regard to the new OEA mandate, to help small employers with allegations of unfair reprisals under section 50 of the *Occupational Health and Safety Act* (OHSA), the pilot project proved so successful that it was necessary to hire another Employer Representative to ensure the demand for services was met. In all, last year saw the OEA undertake representation in 49 cases, only 3 of which were not resolved in-year, and provide 15 case specific advices. Two webinars, with attendance of over 230 employers, were provided to educate Ontario employers of their responsibilities under the Act, and 8 live presentations were given to employer health and safety groups.

The coming business plan period will see the effect of significant changes made by the Workplace Safety Insurance Board (WSIB). The new appeal process is still being implemented and the complete impact has not yet been felt, as the emphasis on more written appeals ripples through the system. The 2014-15 fiscal year will see the imposition of penalties under Bill 119 (which mandates coverage for the majority of persons engaged in the construction industry, including independent operations and executive offices of construction companies), once the grace period expires on December 31st, 2013. As well, various WSIB reports and consultations will carry with them impacts on the nature and way the OEA provides services to the Ontario employer community. Providing training and support to OEA staff so that they can continue to successfully address the informational and representation needs of Ontario's small employers will continue to be a primary focus.

Through multi-year business planning, it is the OEA's intention to facilitate the provision of its mandated services – both with regard to workplace safety and OHSA Section 50 reprisals - in a seamless manner. The OEA continues to hear from its clients that the agency needs to become more widely known within the employer community; many describe the OEA as 'a well-kept secret'. The availability of expert, free, confidential services is of considerable benefit to small employers; but they need to know of the OEA's existence in order to access and benefit from those services. Continuing its focus on broadening OEA reach across Ontario and ensuring the continuing availability of professional, timely and effective services to Ontario employers remain the strategic goals of the agency.

OEA BUSINESS PLAN 2014-2015

OEA MANDATE

Pursuant to section 176(2) of the *Workplace Safety and Insurance Act, 1997* ("the WSIA") the mandate of the Office of the Employer Adviser is to educate, advise and represent primarily those employers with fewer than 100 employees, in issues arising under the WSIA.

The OEA provides expert, timely, and value-added advice and representation on a full range of workplace insurance issues to all employers participating in the workplace safety and insurance system.

The OEA provides timely and relevant workplace safety and insurance information and tools to Ontario employers in a variety of easily accessible ways.

Effective April 1, 2012, the OEA became responsible for the provision of advice and representation services to Ontario employers with fewer than 50 employees, with regard to section 50 of the *Occupational Health and Safety Act* ("OHSA"). This section relates to worker reprisals. The Advice Centre and two Employer Representatives have been tasked with the responsibility to meet these new obligations.

STRATEGIC DIRECTIONS

In order for the OEA to continue to provide highly professional and timely education, advice and representation services to the employers of Ontario, within fiscal and staffing limits, the OEA continues to leverage technology to the greatest extent possible. Self-hosted webinars were first offered, on a test basis in 2011-12. Since then, the OEA has continued to expand the topics and frequency of its offerings. In 2014-15, the OEA will strive to offer an average of 2 webinars per month. The ongoing focus for subjects is two-fold – to address informational needs for 'hot' new topics and to provide the fundamental knowledge about the WSI system, and OHSA, that small employers are often lacking. Thus, in the current year, the agency has introduced webinars on work reintegration and offered sessions on the 'new' appeals process. The OEA intends to provide simple instructional webinars on such things as 'filling out a form 7'. Once a 'hot topic' has been exhausted for live webinar purposes, a recording of the presentation is archived on the OEA website, to remain available to employers whenever they seek that information. Similarly, over time, the OEA will create an archive of basic instructional webinars for employers to access as the need arises. This will complement and augment the agency's Advice Centre services, allowing for detailed, step-by-step guidance 24/7. The OEA is seeing the demand for its webinars increase, with some sessions being over-subscribed, compelling the agency to offer 'encore' presentations. Because the webinars offer live Q and A, they are highly valued by the participants. Webinars have become key to the OEA meeting its education mandate.

The OEA entered the Twitter-verse in 2013. Twitter is another example of a technology that the OEA is using to create more awareness within the Ontario employer communities and to meet its education mandate. Informational Tweets are sent out five days a week and cover such things as impending WSIB policy changes, reminders about employer obligations under the WSIA and important upcoming dates. In addition, Tweets are also sent ad hoc, as new and time sensitive events in the workplace safety world occur. Use of social media is a cost effective way to increase the OEA's profile and usefulness with stakeholders.

The OEA continues to monitor and evaluate social media and other technological opportunities that can be leveraged to increase awareness of OEA services and deliver on its education mandate. Technology allows the OEA to leverage its limited resources to the maximum extent possible.

Advice and representation services are dependent on a committed, well-educated and motivated staff. The OEA's ongoing in-house educational program is directed at maintaining a high level of knowledge about the workplace safety and insurance (WSI) system, including changes in policy and procedures at the WSIB, etc. Similarly, to meet

the agency's section 50 obligations under the OHSA, all staff will continue to be educated about employers' duties and rights in reprisal situations; whatever support is required by staff to undertake representation of affected employers at the Ontario Labour Relations Board (OLRB) will continue to be provided.

The OEA will continue to provide local, regional support across the province, ensuring easy client accessibility to services.

ACTIVITIES INVOLVING STAKEHOLDER GROUPS

The OEA Director/General Counsel actively participates in meetings and activities of numerous employer stakeholder organizations, including:

- *The Canadian Manufacturers and Exporters (CME)*
- *The Council of Ontario Construction Associations (COCA)*
- *The Employers' Advocacy Council (EAC)*
- *The Schedule II Employers Group*
- *The Ontario Home Builders Association*
- *Electrical Contractors Association of Ontario*
- *The Workplace Safety and Insurance Appeals Tribunal (WSIAT) Stakeholder Advisory Group*
- *The Ontario Business Coalition (see above)*
- *The Construction Employers Coalition (CEC)*
- *Ontario Construction Users Council*

In addition, the OEA Manager attends system partnership meetings as the opportunity arises. OEA managers also provide representation on advisory committees.

Employer Specialists participate on regional committees and in local stakeholder meetings as appropriate, to maximize geographical coverage around the province. The OEA continues to search for, and implement, ways to reach as many Ontario employers as possible, wherever they may be located in Ontario.

With regard to Section 50 reprisals, Employer Representatives continue to meet with health and safety groups and provide webinars to interested employers. Additional outreach to stakeholders is being researched and planned.

OVERVIEW OF CURRENT AND FUTURE PROGRAMS AND ACTIVITIES

The OEA supports the government's priority of promoting economic growth and the Ministry of Labour's commitment to the advancement of safe, fair, healthy and productive relationships in workplaces and the broader community. The OEA assists employers:

- to be more competitive
- to understand and meet their on-going obligations to their workers
- to deal with the WSIB and the associated compensation system, and
- to deal with section 50 worker reprisal issues under the OHSA

through the performance of three key activities pursuant to its mandate - advice, representation and education for employers.

Advice for Employers

The OEA operates an Advice Centre staffed by three Intake Advisers located in its Toronto head office, who provide comprehensive legal advice to employers on all workplace safety and insurance issues and general information to Section 50 reprisal questions. Inquiries are received through a province-wide 1-800 phone number and e-mail. Clients may also choose to call their local OEA Employer Specialist for advice and assistance. The OEA has a complement of 16 Employer Specialists across the province; please refer to Appendix D to see the OEA Organization Chart.

Use of the OEA website, www.employeradviser.ca, is significant as the means of answering straightforward queries for employers.

Representation for Employers

The OEA represents employers in WSIA disputes before the Workplace Safety and Insurance Board (WSIB) and the Workplace Safety and Insurance Appeals Tribunal (WSIAT). At the operating level of the WSIB, representation services involve negotiation, which is provided by an Intake Adviser or by one of sixteen OEA Employer Specialists. Only Employer Specialists represent clients at WSIB and WSIAT appeals. The two OEA Employer Representatives provide advice and representation at the OLRB to employers dealing with section 50 reprisal issues.

Education of Employers

The OEA continues to focus on the education of Ontario employers about WSI and OHSA section 50 matters through its website, and regional presentations and workshops, where warranted. As noted, webinars are the fundamental strategy for the OEA to meet its education mandate, augmented by live presentations to stakeholder groups and the use of Twitter. The goal is to use these vehicles over the next few fiscal years to deliver extensive, timely, and policy-specific education for all affected employers. The OEA's popular Employers' Guides remain available for download on the OEA website; limited quantities are produced for hard-copy distribution at OEA presentations and trade shows. Production of more cost effective handouts is being planned for this fiscal year for general outreach and distribution. Refinement of this strategy will be part of 2014-15's marketing plan.

Employers using OEA Employer Representative services will be rolled into the agency's client satisfaction surveying this fiscal year. The surveys and results will be used to inform OEA's strategies in the upcoming planning periods.

E-bulletins remain a significant focus of education and outreach efforts. These electronic information bulletins are sent out 5-7 times a year, depending on the amount and rate of policy change at the WSIB. 'Flash' bulletins are also sent out to affected clients when an important policy change is pending, in order to inform them in the most timely manner. The OEA has also implemented a monthly "Director's Message' update on its website that has been well-received. The timely provision of information to clients and stakeholders remains a strategic focus for the OEA.

ENVIRONMENTAL SCAN

External Factors

The OEA is a legislated obligation of the WSIB under the WSIA and operates within the government's fiscal environment.

Paralegal Licensing

The OEA is mandated to provide representation and advice to employers in workplace safety and insurance disputes and occupational health and safety reprisal matters. These services constitute legal services by the Law Society of Upper Canada. The Law Society has exempted the OEA from mandatory licensing with respect to workplace safety and insurance services but not with regard to reprisal representation. The Law Society has indicated that it may remove the exemption. If this occurs it will result in additional financial pressures to the OEA.

Other external factors include:

Bill 119

Bill 119, extending mandatory coverage to independent operators in the construction industry, came into effect January 2013. The OEA will continue to provide training on its requirements to affected stakeholders. The agency expects a high demand for services in 2014 as the WSIB ends its penalty grace period for non-compliance.

WSIB Work Reintegration Initiative

Although this is no longer a new initiative, the OEA continues to find that employers require significant assistance learning about and complying with these policies. Recent OEA webinars are fully subscribed underlying an ongoing need for employer training and advice.

The Stanley Review

In September of 2012, the WSIB announced the appointment of Mr. Doug Stanley as a special adviser to begin a comprehensive engagement with stakeholders on reforms to employer classification, rate setting, and experience rating. It is expected that Mr. Stanley will release his report towards the end of 2013, and that it will have far reaching impact on WSIB programs. This process will result in significant transformation at the WSIB including the employer classification and experience rating systems. The OEA will

have to ensure that it responds properly to these changes as they occur by providing education and training where appropriate.

Jim Thomas Benefits Policy Review

Mr. Thomas has issued his final report. The OEA is expecting that the WSIB will release draft policies on the four benefits policies reviewed as well as a comprehensive pre-existing conditions policy. These changes will demand that the OEA invest in staff and stakeholder training. The OEA will also need to significantly amend its employer guides and website information in 2014.

Outreach

It is clear that marketing and outreach have an impact on increasing client awareness and utilization of OEA's services. Broadening its reach and meeting its mandate within entirely untapped client groups is a significant activity for the OEA, one that is believed to result in very positive results for employers newly aware of the agency's 'free' services.

Internal Factors

The OEA continues to have a highly skilled, dedicated staff who provide the best possible advice and representation to employers using its services. Having staff located regionally around the province is best for customer service, but continues to provide technological and management challenges.

Advices continue to increase, year-over-year; representation service usage is down a little, requiring modification of outreach efforts, to make sure that regional awareness and coverage is enhanced.

With regard to section 50 responsibilities, demand in 2012-13 was greater than anticipated, necessitating the hiring of a second Employer Representative. Timelines for OLRB hearings are much more restrictive and require the capacity to cover several hearings within short time periods. The OEA is fortunate to have had the flexibility within its resource allocation to add this position.

Work flow from the WSIB continues to change, necessitating training and additional technological support for affected staff. The changes to the WSIB appeal system, implemented this year will continue to require adaptation by OEA staff within the upcoming planning periods. In addition, it is anticipated that sometime within the next couple of years, the WSIB will enable digital access to employer/worker files. This will

require significant staff education and technical support, both of which will be costly. The OEA will be pro-actively evaluating work processes with this change in mind.

Meeting the OEA's education mandate primarily through the use of webinars, its website, e-bulletins and Twitter allows the OEA to maximize its exposure to Ontario employers electronically, while keeping resource usage and costs down. This will continue to be the focus going forward.

Risk Identification, Assessment and Mitigation Strategies

Identified Risk	Agency Mandate/Objective	Likelihood/ Impact	Overall Risk Level	Mitigating Strategies	Mitigation Lead	Target Date
WSIB policy changes Operational Risk	Affects service to employers, making sure that the correct, most current advice is given.	High/ongoing. Need to stay informed and current with changes.	Low – this is an ongoing, permanent situation.	Monitor policies and procedures changes. Connect with WSIB personnel at appropriate levels to ensure the communication is immediate and ongoing.	Michael Zacks	On-going
Stanley Review Operational Risk	Affects service to employers, re making sure that the correct, most current advice is given.	High/low. Need to stay informed and current with recommendations/ outcomes.	Low – reviews and dealing with the results re amending OEA's service offerings are recurring.	Monitor, review and evaluate Report and outcomes. Inform and train staff and ensure that relevant work processes are revised if necessary.	Michael Zacks	On-going
Thomas Review Operational Risk	Affects service to employers, re making sure that the correct, most current advice is given.	High/low. Need to stay informed and current with recommendations/ outcomes.	Low – reviews and dealing with the results re amending OEA's service offerings are recurring.	Monitor, review and evaluate Report and outcomes. Inform and train staff and ensure that relevant work processes are revised if necessary.	Michael Zacks	On-going
Paralegal status amendment Operational and Financial Risk	Staff who have not been certified as paralegals would no longer be qualified to perform certain jobs at the agency, which could affect the delivery of OEA services.	High/high. The LSUC is seeking to standardize all paralegal services. Labour relations would be impacted, re staff being no longer qualified to perform their jobs. There would be a significant financial impact re having to pay LSUC dues for all paralegal staff.	High.	This is in the hands of the Law Society of Upper Canada. Presentations have already been made to request the continuation of the OEA exemption, but have not been well received, since the exemption does not meet the long term objectives of the LSUC. The OEA is working with the OWA on this initiative and both are monitoring the situation on an ongoing basis.	Michael Zacks	On-going

Identified Risk	Agency Mandate/Objective	Likelihood/ Impact	Overall Risk Level	Mitigating Strategies	Mitigation Lead	Target Date
Electronic service delivery Operational and Financial	Delivery of services to employers might be affected, as a new information technology is implemented with the WSIB.	High/high. The WSIB is looking to connect the OEA and OWA with their electronic database, so that they will no longer have to generate paper copies of worker files. This is a complex process, affecting worker confidentiality, and security. It is not clear how long the process will be, before access will be available to the OEA. The financial impact might be considerable, since the costs for the production of all hard copies of documents will be transferred from the Board to the OEA for the relevant files.	Medium. There will be benefits to the transition for the OEA, re timeliness of access, etc.	The OEA will be working with the Board, and the OWA to make sure that the switchover is as seamless as possible, and that the system has been tested thoroughly prior to implementation.	Heather Carmichael	Not known – this is up to the WSIB.

Human Resources

Priority	Key Activities	HR Issues and Impact	HR Priorities and Actions for 2014 - 15	Resource Implications (Y/N)
1	Succession and business planning is an ongoing focus.	Resources are currently aligned to meet service requirements. Increase/geographical shift in service demand will require ongoing staffing adjustments and possible reallocation of job responsibilities. Retirements will increasingly occur over the next few years, putting financial strain on the organization because of attendant termination and replacement/recruitment costs. Changes to paralegal licensing would also affect staffing and introduce a significant new cost re employer liability for professional dues.	Anticipate staffing changes to ensure business continuity. Monitor workloads to ensure adequate resources are available. Assess and update training and development plans and strategies for all OEA staff. Monitor budget and prepare for the impact of additional expenses wherever possible.	Additional training and development is costly, as are professional dues.
2	Employers continue to need education on the changes made to WSIA and WSIB policies. And with regard to the OHSA and section 50 obligations. Using OEA-hosted webinars is proving a very effective way of delivering this information/education.	While the OEA is managing to provide technical support for its electronic outreach within the agency's current resources structure, there may come a point where outsourcing will become necessary – if the agency can afford it.	Monitor the success and resource utilization of OEA-hosted webinars and be prepared to use alternate resources, and absorb associated costs, if internal staffing proves insufficient.	May have to further realign-resources internally to provide necessary support.

RESOURCES NEEDED TO MEET GOALS AND OBJECTIVES

The OEA's existing budget and FTE limit is sufficient to meet its current service delivery requirements regarding its WSI system and OHSA section 50 mandates. If the OEA's efforts in expanding the reach of its services are successful, there may be some pressure to add staff – both at the customer service and internal support levels to meet increased demand.

As noted, agency financing will be under pressure to support an aging workforce, especially if changes requiring paralegal licensing proceed.

IMPLEMENTATION PLAN

Little will change with regard to the OEA's core businesses in the foreseeable future – the Advice Centre will continue to be staffed to provide centralized service for employers around the province; representation services will be provided on a local basis, by regionally distributed Employer Specialists; and OHSA section 50 representation will be centralized in Toronto, with travel as required to support employer clients.

Education will be both centralized and local – much of the OEA's efforts will be technology-based, using the website, e-bulletins, Twitter and webinars. Current staffing and budgetary resources are sufficient to continue with all these delivery mechanisms.

Communication Plan

The OEA's communication plan for 2014-15 continues to focus on alerting clients and stakeholders to changing policies and priorities in the workplace safety and insurance system. The OEA is a significant provider of news, information and education about WSIB policies and procedures, and changes to policies and procedures, for a number of stakeholder organizations and OEA clients. Ensuring that the OEA reaches as many of the affected employers as possible necessitates the OEA using a number of different communication channels, including e-bulletins, webinars, in-person presentations, informational pamphlets and guides, Twitter and website. In addition, the agency is seeking to broaden its reach to diverse ethnic groups and geographically to enhance its presence in the north of the province.

Although there are not the same interest groups regarding the agency's Section 50 (OHSA) mandate, the OEA will be using the same information vehicles as the opportunities arise.

Providing Ontario employers with free, confidential and expert services to help them deal with WSIB and Section 50 reprisal issues, supports governmental efforts to aid small business and grow the province's economy.

The agency measures the effectiveness of its communications by the increase of its reach – for example, the number of Twitter followers the OEA has, the number of attendees for agency webinars, and the number of employer advices and representations the agency provides. The OEA strives to have the number of employers touched by its services, including its communications, rise year-over-year.

Cost effective and targeted to those who have immediate need for the presented information, webinars will remain the core of the OEA's education strategy. After delivering a particular topic a number of times, the recorded content from one of the webinars is being posted on the OEA website, so users can access it as and when they need. Twitter and e-bulletins and direct communications with its clients will continue to be used to promote the webinars, and in-person information presentations to stakeholder groups. Automating the registration process for webinars is part of the 2013-14 fiscal year and will allow for better uptake and control of the webinar program.

Twitter is developing into a significant communications channel for the OEA; followers are now in excess of 1,100, after only 9 months. The agency is relying on Twitter to significantly increase the agency's visibility and accessibility to as many Ontario employers as possible.

The popular Employer's Guides – both Construction and Non-Construction – will continue to be downloadable from the OEA website; distribution of hard copies will be restricted to live presentations; a new one-page pamphlet detailing the breadth of OEA services, including Section 50 unlawful reprisal services, and how to access them, is in production and will be widely distributed in the upcoming fiscal year. Lowering costs have been a primary motive for seeking alternative handouts and the OEA is pleased with the combined functionality of the resulting product.

The WSIB and WSIAT and MOL inspectors continue to be reference sources for OEA clients, and agency relationships with these groups will be fostered on a personal and organizational level and through such things as website links.

The primary message for all OEA communications is that the OEA provides 'free, confidential and expert' services for Ontario employers; primarily those with fewer than 100 workers, under the WSI mandate, and those with fewer than 50 workers under the OHSA Section 50 mandate. This reflects the inclusion of the OEA's services as part of the payment of WSIB premiums by employers and is a benefit that many more employers could use and benefit from.

Appendix A Financial Resources

		FY 2014-15 ($000)									
Program/Region	*FTE*	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OEA - Programs	*29.0*	2596.4	597.2	154.3	262.1	92.4	508.8		3,702.4	(3,701.4)	1.0
Director's Office											
Field Services											
Advice Centre & Central Svcs											
Legal Program											
Program Base Allocation	*29.0*	2596.4	597.2	154.3	262.1	92.4	508.8	-	3,702.4	(3,701.4)	1.0
Lease					145.2		145.2		145.2	(145.2)	-
TOTAL	*29.0*	2596.4	597.2	154.3	407.3	92.4	654.0	-	3,847.6	(3,846.6)	1.0

		FY 2015-16 ($000)									
Program/Region	*FTE*	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OEA - Programs	*29.0*	2596.4	597.2	154.3	262.1	92.4	508.8		3,702.4	(3,701.4)	1.0
Director's Office											
Field Services											
Advice Centre & Central Svcs											
Legal Program											
Program Base Allocation	*29.0*	2596.4	597.2	154.3	262.1	92.4	508.8	-	3,702.4	(3,701.4)	1.0
Lease					145.2		145.2		145.2	(145.2)	-
TOTAL	*29.0*	2596.4	597.2	154.3	407.3	92.4	654.0	-	3,847.6	(3,846.6)	1.0

		FY 2016-17 ($000)									
rogram/Region	*FTE*	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OEA - Programs	*29.0*	2,596.4	597.2	154.3	262.1	92.4	508.8		3,702.4	(3,701.4)	1.0
Director's Office											
Field Services											
Advice Centre & Central Svcs											
Legal Program											
Program Base Allocation	*29.0*	2,596.4	597.2	154.3	262.1	92.4	508.8	-	3,702.4	(3,701.4)	1.0
Lease					145.2		145.2		145.2	(145.2)	-
TOTAL	*29.0*	2,596.4	597.2	154.3	407.3	92.4	654.0	-	3,847.6	(3,846.6)	1.0

Appendix B FTE Cap

Compensation Group	2014-15						2015-16						2016-17					
	Regular		Fixed Term		Total		Regular		Fixed Term		Total		Regular		Fixed Term		Total	
	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies
SMG / ITX					0.00	0.00					0.00	0.00					0.00	0.00
MCP	1.00				1.00	0.00	1.00				1.00	0.00	1.00				1.00	0.00
Excluded					0.00	0.00					0.00	0.00					0.00	0.00
OPSEU	23.0		1.00		24.0	0.00	23.0		1.00		24.0	0.00	23.0		1.00		24.0	0.00
AMAPCEO	3.00				3.00	0.00	3.00				3.00	0.00	3.00				3.00	0.00
PEGO					0.00	0.00					0.00	0.00					0.00	0.00
ALOC					0.00	0.00					0.00	0.00					0.00	0.00
OCAA (Excluded)	1.00				1.00	0.00	1.00				1.00	0.00	1.00				1.00	0.00
PSAT					0.00	0.00					0.00	0.00					0.00	0.00
AOPDPS					0.00	0.00					0.00	0.00					0.00	0.00
OPPA					0.00	0.00					0.00	0.00					0.00	0.00
Minister's Staff					0.00	0.00					0.00	0.00					0.00	0.00
OIC					0.00	0.00					0.00	0.00					0.00	0.00
To be Determined					0.00	0.00					0.00	0.00					0.00	0.00
Students					0.00	0.00					0.00	0.00					0.00	0.00
Total	**28.0**	**0.00**	**1.00**	**0.00**	**29.0**	**0.00**	**28.0**	**0.00**	**1.00**	**0.00**	**29.0**	**0.00**	**28.0**	**0.00**	**1.00**	**0.00**	**29.0**	**0.00**

TOTAL with Funded Vacancies	29.00

TOTAL with Funded Vacancies	29.00

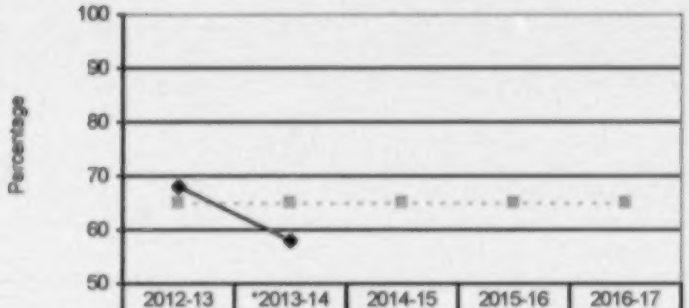
TOTAL with Funded Vacancies	29.00

Appendix C Performance Measures

Key Activity: Advice and Representation Services C1

Performance measure for 2014-2015: 65% of disputes resolved without a hearing

Percentage Of Disputes Resolved Without A Hearing



	2012-13	*2013-14	2014-15	2015-16	2016-17
Disputes - No Hearing % (* to September 30, 2013)	68	58			
Target	65	65	65	65	65

Agency Contribution

OEA staff employs alternative dispute resolution strategies such as negotiation and mediation to help employers resolve disputes at an earlier stage. This may be considered an effectiveness measure.

In revenue matters where the dispute only involves two parties (i.e. the WSIB and the employer), every effort is made to resolve matters at the operating level.

However, overall, 95 per cent of appeals are worker-driven and employers often contact the OEA for assistance after the dispute has proceeded to the appeal level. In addition, under the new WSIB business model, mediation has been significantly curtailed. This limits the target that can realistically be achieved.

What does the graph show?

The OEA is reducing adversity in the workplace safety and insurance system and helping employers to manage disputes more efficiently and effectively.
This performance measure was introduced in fiscal 2004-05.

2014-2015 Commitments

The commitment for 2014-2015 is 65 per cent of disputes resolved without a hearing.

Long-term Target

The long term target is 65 per cent of disputes resolved without a hearing.

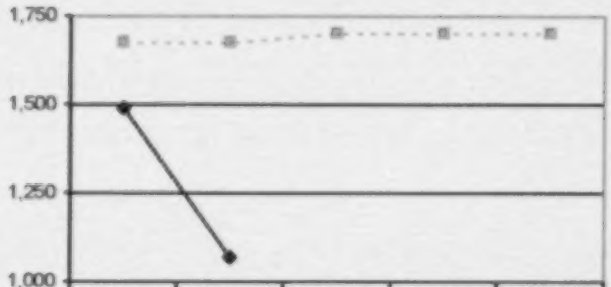
μ Proposed for Publication	μ Internal Use Only	☒ Existing Measure	o New Measure

Appendix C *Performance Measures (cont'd)*

Key Activity: Representation Services C2

Performance measure for 2014-2015: 1,675 cases worked on

Cases



	2012-13	*2013-14	2014-15	2015-16	2016-17
Cases (* to September 30, 2013)	1,489	1069			
Target Cases	1,675	1,675	1,700	1,700	1,700

Agency Contribution

OEA Intake Advisers and Employer Specialists represent small and medium-size employers in negotiations with WSIB staff at the operating level. This can be considered an efficiency measure.

If a matter cannot be resolved at the operating level, or if a client is only referred to the OEA after an appeal has been launched, Employer Specialists conduct negotiations, mediations and hearings at the WSIB Appeals Branch and the WSIAT.

What does the graph show?

Cases worked on is lagging behind OEA outreach efforts. Advices per year have been increasing, after a number of down years, but conversion of advices into cases has declined. Focus is being directed at increasing the number of new clients reached and the number of new cases opened per year.

2014-15 Commitments

The commitment for 2014-15 is 1,675 representations/cases worked on. The OEA's focus for the new fiscal year is increasing the number of employers represented/cases opened.

Long-term Target

The long term target is 1,700 cases worked on per year.

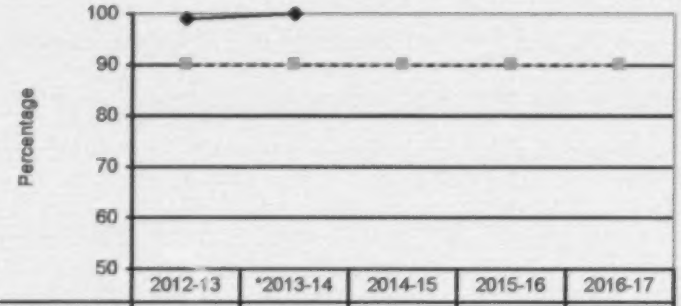
µ Proposed for Publication	µ Internal Use Only	☒ Existing Measure	☐ New Measure

Appendix C *Performance Measure (cont'd)*

Key Activity: Advice and Representation Services C3

Performance measure for 2014-2015 A customer satisfaction rate of 90% or higher

Satisfied OEA Clients



	2012-13	*2013-14	2014-15	2015-16	2016-17
Satisfaction % (* to September 30, 2013)	99	100			
Target Satisfaction %	90	90	90	90	90

Agency Contribution

This customer service measure has historically demonstrated that OEA clients have been very satisfied with the service(s) they have received. The primary complaint is that they did not learn of the services provided by the OEA earlier.

In addition to OPS customer service standards, the OEA has a number of internal standards, policies and performance measures that have helped the OEA achieve this success. To ensure the agency continues to provide high quality services that meet its clients' needs, the OEA continues to monitor client satisfaction with the organization and its efforts on an on-going basis.

What does the graph show?

Clients often have a difficult time separating their appeal results (favourable or unfavourable) from the efforts of OEA staff en route to achieving those results. The OEA tries to educate clients about the system and its efforts; the agency appears to be successful in having its client community appreciate those efforts on their behalf.

This performance measure was introduced in fiscal 2003-04.

2014-15 Commitments

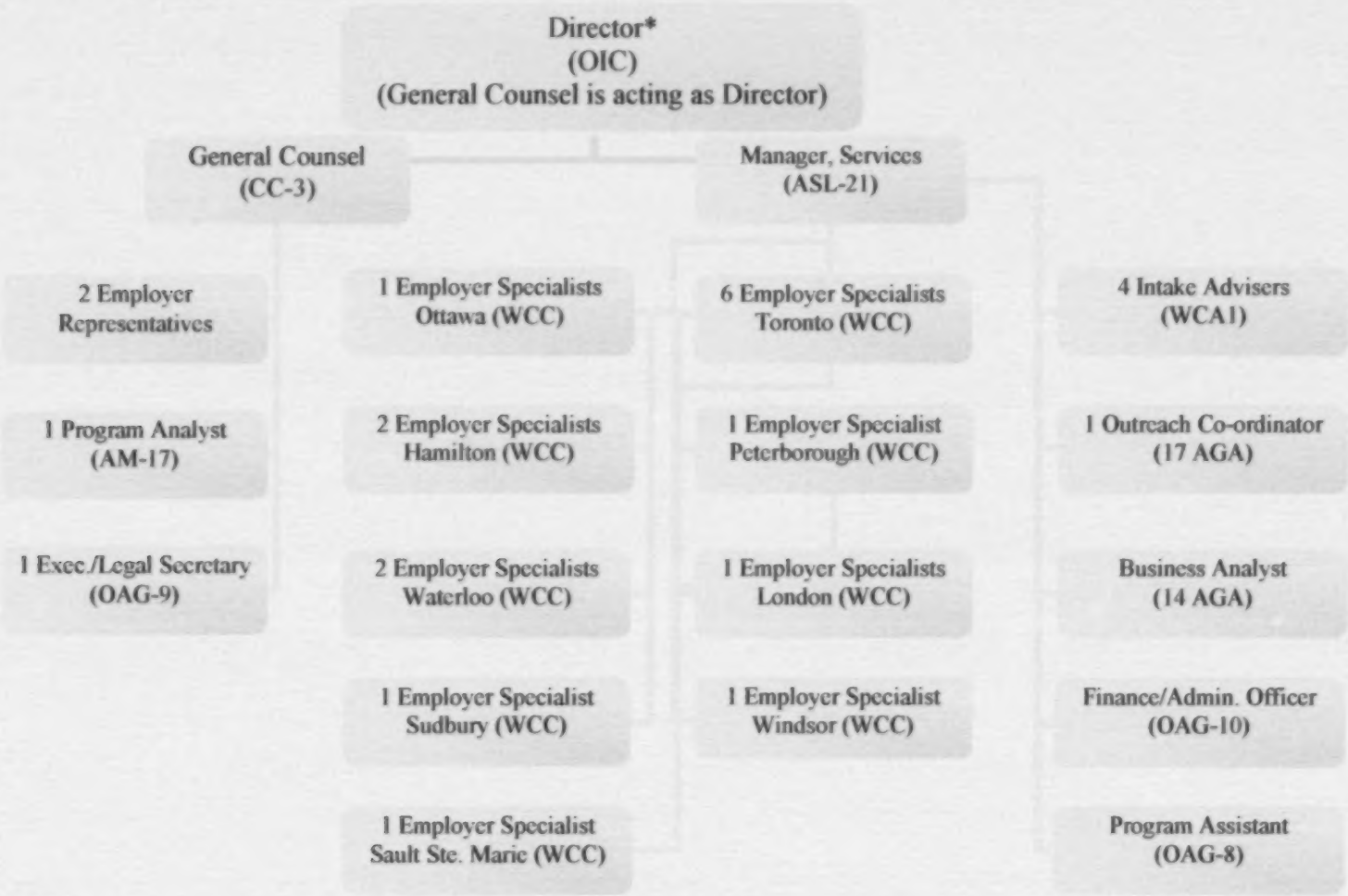
The client satisfaction rate in 2014-2015 will be maintained at 90 per cent or higher.

Long-term Target

The long term target is to achieve a 90 per cent customer satisfaction rate.

µ Proposed for Publication	µ Internal Use Only	☒ Existing Measure	☐ New Measure

Appendix D *OEA Organization Chart*



*No FTE

- An OIC appointment has not been made to the OEA and the General Counsel is currently acting as the Director.